



Garrison Strategic Plan



Fort Monroe Virginia
2010 ~ 2011

MESSAGE FROM THE COMMANDER



For many years Fort Monroe has enjoyed an exceptional reputation due in large part to the hard work of members of this garrison. As this garrison team writes the final chapter of this historic landmark's story, much is riding on our shoulders. History will judge us on our ability to execute two missions simultaneously. First, providing top notch base operations support (BASOPS) and second, transitioning this installation to civilian control. I understand that the successful accomplishment of these missions will take an extraordinary effort from every member of the team, but as I look at your work ethic and the way each person embraces the command philosophy I have no doubt that we will succeed in a fashion befitting the reputation of this installation. This is the task at hand and I am honored to be your commander as we meet the challenges head on!

"Freedom's Fortress"

Respectfully,

A handwritten signature in black ink that reads "Anthony D. Reyes". The signature is written in a cursive, flowing style.

ANTHONY D. REYES
Colonel, Field Artillery
Commanding

COMMAND PHILOSOPHY

- Treat people the way you want to be treated.
- Place Soldier, Employee and Family welfare at the top of your list of priorities.
- Earn your reputation everyday – Excellence is the standard.
- Do every task, everyday to the best of your ability – be consistent.
- Do the right thing even when no one is looking.
- Honest mistakes build character; bad choices in ethical behavior or integrity destroy it and will not be tolerated.
- Good communication, in all forms, is absolutely essential to our success.
- Complete honesty is essential in your views, reports, and official actions.
- Make your Product, Service, Directorate and Fort better than it was when you arrived.
- Loyalty works up and down the chain of command.
- Establish yourself as a Subject Matter Expert (SME) in your respective area.
- Make an effort to have fun and enjoy yourself on duty and off.

A handwritten signature in black ink, reading "Anthony D. Reyes". The signature is fluid and cursive, with the first name "Anthony" being more prominent and the last name "Reyes" following in a similar style.

ANTHONY D. REYES
Colonel, Field Artillery
Commanding

FORT MONROE GARRISON

VISION STATEMENT

Transition Fort Monroe while sustaining
Department of Defense Agencies
in support of National Security.

MISSION STATEMENTS

Provide quality base operations support
for National Defense Agencies.

Prepare the Fort Monroe Community for
closure under BRAC.

VALUES

ARMY / IMCOM VALUES

Loyalty
Duty
Respect
Selfless Service
Honor
Integrity
Personal Courage

FORT MONROE VALUES

- Morally Strong** — Do what's right because it's right; even when difficult.
- Operationally Effective** — A focused effort based on cooperation to accomplish the mission.
- Nurturing Excellence** — A learning team that is trained, dedicated, dependable and ethical.
- Responsive** — Providing flexible, timely, intelligent and common-sense based solutions to challenges.
- Optimistic** — We encourage new ideas, the willingness to try them and accept prudent risk to make things better.
- Empowered** — Every member of the team is responsible for the decisions they make, the actions they take and the resources entrusted to them.

MISSION ESSENTIAL TASK LIST

- **Provide for Installation Command & Control.**
- **Protect the Force.**
- **Provide Quality Base Operations Support.**
- **Provide Quality of Life and Well-being for Soldiers, Families, and DOD Civilians.**
- **Ensure Historical/Environmental Preservation of Fort Monroe.**
- **Sustain Installation Infrastructure.**
- **Promote Community Relations.**

FORT MONROE HISTORY

1819—Present



Formed as an irregular polygon with seven fronts and seven bastions, it is the largest stone fort ever built in the United States. Nicknamed “Gibraltar of the Chesapeake,” it was one of the few federal military installations in the south not to fall to Confederate forces at the outbreak of the Civil War. After Major General Benjamin Butler’s famous “contraband” decision in May 1861, the fort became a haven for escaping slaves who called it “the Freedom Fort.” World War I swelled the ranks of Fort Monroe with additional troops but there was never any serious threat to the area. During World War II, Fort Monroe served as the headquarters for the Harbor Defenses of the Chesapeake Bay. After serving as the home of the Coast Artillery, Fort Monroe became the headquarters for the Army Ground Forces and the U.S. Army Continental Command. Fort Monroe, home to the Training and Doctrine Command (TRADOC) Headquarters since 1973, is the third oldest continuously operating fort in the US. Fort Monroe has been registered as a National Historic Landmark since 1960.

STRATEGIC GOALS & OBJECTIVES

GOAL 1: Take care of people

STRATEGIC OBJECTIVES:

- 1.1 Closely manage civilian personnel professional development and training priorities.
- 1.2 Employ incentives that will shape the workforce and will prevent involuntary separations.
- 1.3 Maintain the readiness of Soldiers and their Family members.
- 1.4 Sustain civilian and military personnel systems.

GOAL 2: Transition with excellence and dignity

STRATEGIC OBJECTIVES:

- 2.1 Manage BRAC actions and continue BRAC summits in support of TRADOC/IMCOM-NE timeline (FY2011).
- 2.2 Continue quality BASOPS support and maintain infrastructure during transition.
- 2.3 Participate in Fort Eustis/Langley AFB Joint Basing Planning.

STRATEGIC GOALS & OBJECTIVES

GOAL 3: Facilitate environmental stewardship

STRATEGIC OBJECTIVES:

- 3.1 Sustain the environmental mission through transition.
- 3.2 Continue to develop and implement an Environmental Management System that fully conforms with the International Organization Standards.

GOAL 4: Protect DOD agencies throughout the Fort Monroe transition

STRATEGIC OBJECTIVES:

- 4.1 Maintain Force Protection.
- 4.2 Maintain continuity of operations.
- 4.3 Sustain Information Assurance Security Program.

SUPPORTING OBJECTIVES

GOAL 1

GOAL 1: Take care of people.

STRATEGIC OBJECTIVE 1.1: Closely manage civilian personnel professional development and training priorities.

SUPPORTING OBJECTIVES

- 1.1.1 Ensure equal opportunity in the planning and implementation of professional development options. (EEO)
- 1.1.2 Conduct one town hall meeting with employees each quarter at the directorate level. (Directors—PAI Lead)
- 1.1.3 Require mandatory attendance for all military and civilian employees at BRAC quarterly Town Hall meetings subject to command guidance. (All—DGC Lead)
- 1.1.4 Continue Individual Development Plan Process. (DGC)
- 1.1.5 Complete mid-term evaluations for civilian personnel. (Directors—PAI Lead)

STRATEGIC OBJECTIVE 1.2: Employ recruitment strategies that will shape the workforce and will prevent a reduction in force (RIF).

SUPPORTING OBJECTIVES

- 1.2.1 Obtain funding to shape (train, develop, and sustain) a quality workforce. (DRM)
- 1.2.2 Manage Job Swap database. (CPAC)
- 1.2.3 Implement recruitment and relocation strategies for our local workforce as required. (CPAC)

SUPPORTING OBJECTIVES

STRATEGIC OBJECTIVE 1.3: Maintain the readiness of Soldiers and their Family members.

SUPPORTING OBJECTIVES

- 1.3.1 Meet financial and other objectives as established by IMCOM-NE. (DFMWR)
- 1.3.2 Deliver customer driven MWR program planning. (DFMWR)
- 1.3.3 Maintain stewardship of MWR facilities. (DFMWR)
- 1.3.4 Provide mandatory training for all assigned military personnel. (HHC)
- 1.3.5 Meet the spiritual needs of a diverse military community. (Chapel)
- 1.3.6 Conduct annual Soldier readiness processing. (HRD)

STRATEGIC OBJECTIVE 1.4: Sustain civilian and military personnel systems.

SUPPORTING OBJECTIVES

- 1.4.1 Manage pay pools. (DGC/Directors—DGC Lead)
- 1.4.2 Establish comprehensive performance objectives for affected employees.
(DGC/CPAC/Directors)
- 1.4.3 Educate the workforce. (CPAC)

SUPPORTING OBJECTIVES

GOAL 2

GOAL 2: Transition with excellence and dignity.

STRATEGIC OBJECTIVE 2.1: Manage BRAC actions and continue BRAC summits in support of TRADOC/IMCOM-NE timeline (FY2011).

SUPPORTING OBJECTIVES

- 2.1.1 Execute Human Resource Strategic Transition Plan. (CPAC)
- 2.1.2 Align business practices with Fort Eustis DOIM and the Army Processing Centers (APC). (DOIM)
- 2.1.3 Identify and properly manage environmental, historic resources, real property and real estate issues throughout the BRAC process. (DPW)
- 2.1.4 Align business practices with Fort Eustis Housing to develop a transition plan for key and essential personnel. (DPW)
- 2.1.5 Execute manpower and financial actions necessary to close Fort Monroe by FY2011. (DRM)
- 2.1.6 Work closely with the Center for Military History concerning Museum closure. (Museum)
- 2.1.7 Continue current Chapel services and Spiritual Support with integration plan. (Chapel)
- 2.1.8 Ensure equal opportunity for all employees. (EEO)
- 2.1.9 Conduct Restoration Advisory Board quarterly. (DGC)
- 2.1.10 Continue to provide quality out-patient services to our Tri-Care beneficiaries. (Health Clinic)
- 2.1.11 Develop and implement TRADOC Civilian Resilience Program and incorporate spiritual, physical and behavioral health wellness. (Clinic, Chaplain, DFMWR)

SUPPORTING OBJECTIVES

STRATEGIC OBJECTIVE 2.2: Continue quality BASOPS support and maintain infrastructure during transition.

SUPPORTING OBJECTIVES

- 2.2.1 Manage the Command Supply Discipline. (DOL)
- 2.2.2 Provide effective BASOPS logistics services to a transitioning customer base. (DOL)
- 2.2.3 Sustain effective Public Works services. (DPW)
- 2.2.4 Manage Resources (Manpower and Dollars) to continue quality BASOPS to sustain infrastructure. (DRM)
- 2.2.5 Maintain the Monroe Action Tracking System for suspense actions. (DGC)
- 2.2.6 Continue to provide quality Military Personnel Services to the Fort Monroe Community. (HRD)
- 2.2.7 Continue to assess the effectiveness of the Strategic Plan. (PAI)
- 2.2.8 Manage external and internal strategic communications. (PAO)
- 2.2.9 Promote open dialogue among installation and community leaders, local and regional news outlets. (PAO)
- 2.2.10 Manage a model Equal Employment Opportunity Program/ Affirmative Employment Plan. (EEO)
- 2.2.11 Maintain a full spectrum of legal services to the installation and community. (PJA)
- 2.2.12 Implement IMCOM-directed safety initiatives. (Safety)
- 2.2.13 Provide safety training for contractors and DOD workforce as required. (Safety)
- 2.2.14 Continue to provide quality service through exhibits and tours for the Fort Monroe community and general public. (Museum)
- 2.2.15 Provide ceremonial support for all TRADOC and garrison events when required. (HHC)
- 2.2.16 Provide and manage all law enforcement, security, and Provost Marshal functions on Fort Monroe. (PMO)

SUPPORTING OBJECTIVES

Strategic Objective 2.3: Participate in Fort Eustis/Langley AFB Joint Basing Planning.

2.3.1 Assess impact of joint basing on Fort Monroe's mission. (Directors—PAI Lead)

GOAL 3

GOAL 3: Facilitate Environmental Stewardship.

STRATEGIC OBJECTIVE 3.1: Sustain the environmental mission through transition.

SUPPORTING OBJECTIVES

3.1.1 Educate Fort Monroe community on environmental programs. (DPW)

3.1.2 Minimize environmental impacts and promote resources conservation. (DPW)

STRATEGIC OBJECTIVE 3.2: Continue to develop and implement an Environmental Management System that fully conforms with the International Organization Standards.

SUPPORTING OBJECTIVES

3.2.1 Achieve full compliance with Army and DOD Environmental Management System Policy. (DPW)

SUPPORTING OBJECTIVES

GOAL 4

GOAL 4: Protect DOD agencies throughout the Fort Monroe transition.

STRATEGIC OBJECTIVE 4.1: Maintain Force Protection.

SUPPORTING OBJECTIVES:

- 4.1.1 Sustain installation security program. (DPTMS)
- 4.1.2 Sustain antiterrorism program. (DPTMS)
- 4.1.3 Maintain practical, economical and effective physical security program. (PMO)
- 4.1.4 Sustain and improve relations with federal, state and local law enforcement agencies. (PMO)
- 4.1.5 Protect critical infrastructure. (DPTMS/DPW/DOIM)
- 4.1.6 Protect Government information. (All)

STRATEGIC OBJECTIVE: 4.2: Maintain continuity of operations.

SUPPORTING OBJECTIVES

- 4.2.1 Plan, coordinate and direct crisis and consequence management. (DPTMS)
- 4.2.2 Assist tenant organizations in retaining the capability to perform essential missions and functions across the full spectrum of conflicts, civil emergencies and natural or man-made disasters. (DPTMS)

STRATEGIC OBJECTIVE 4.3: Sustain Information Assurance Security Program.

SUPPORTING OBJECTIVES

- 4.3.1 Implement all task orders received and apply required patches and updates to systems. (DOIM)
- 4.3.2 Update DOD Information Certification Accreditation Plan. (DOIM)

